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Investment Promotion Corporation
Procedures Manual

Submitted to:
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Submitted by:
Chemonics International Inc.
Investment Promotion Corporation

January 1, 2000

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Investment Promotion Corporation
PO Box 893
11821 Amman

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Statement from the Director General

Welcome to the Investment Promotion Corporation !

It is the mission of the Investment Promotion Corporation to take the lead in promoting a better economic life for all Jordanians. This task is to be accomplished in a number of ways, the principal one being the direct promotion and encouragement of investment in the Jordanian economy by domestic and international business and industry. This direct promotion of investment in Jordan is accomplished by advertising and promotion campaigns, participation in conferences, trade shows, seminars and missions abroad, along with day to day assistance to potential investors, and equally important, by service to our existing business and industry.

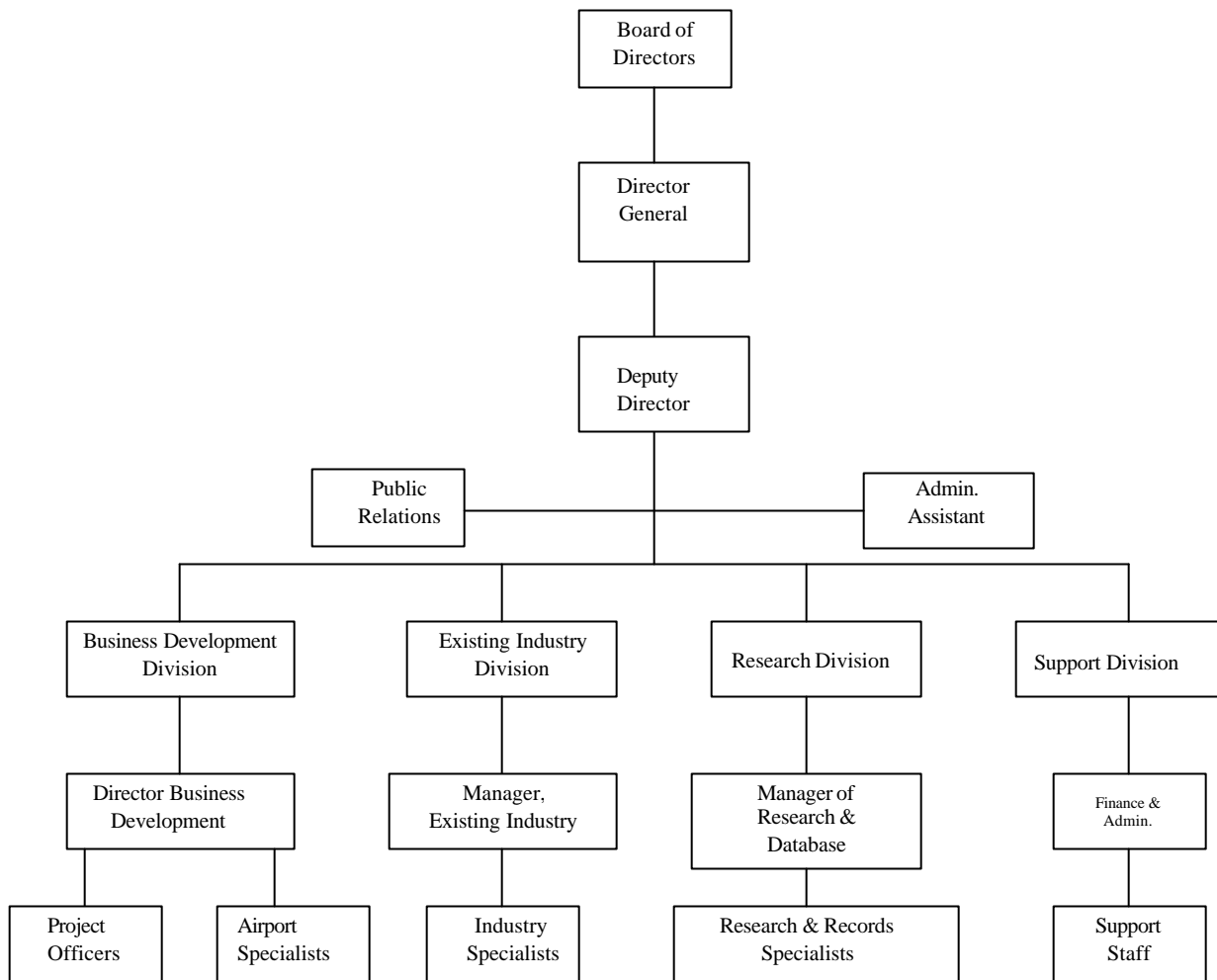
A role for the IPC that is equally important and challenging is serving as a catalyst for change, for improvement in government procedures and attitudes: paving the way and making it easy to invest in Jordan. Success in this role demands that the IPC serve as a model of competence and efficiency, open and transparent to all.

Our **goal** is simple and ambitious, and that is to be the best at promotion and customer service in our region, the Middle East, and to be World Class in all categories of performance measurement.

Attainment of this goal can be reached only through top performance by each member of the IPC team. The procedures that follow are designed to create a working environment which encourages initiative and teamwork, and I trust that you will read them carefully and will acknowledge in writing that you have read and understood them. Finally, I ask that you keep in mind that along with the relative freedom of action accorded by the procedures of the IPC goes the responsibility that you have to the organization and to your co-workers to set an example for honesty, ability and service.

I wish you all the best in your career at the Investment Promotion Corporation.

Organizational Chart IPC Jordan



IPC JORDAN**POSITION DESCRIPTIONS****FUNCTIONS****SPECIFICATIONS****General Director**

- | | |
|---|---|
| <ol style="list-style-type: none">1. Responsible to the Board of Directors for implementation of its policy decisions.2. Responsible for maintaining relations with all appropriate governmental and private sector organizations.3. Responsible for producing an annual budget, and for planning the activities and achieving the goals of the IPC.4. Is the administrative head of the IPC, and supervises all aspects of its operation. | <ol style="list-style-type: none">1. Serves at the behest of the Board. |
|---|---|

Deputy Director

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|--|---|
| <ol style="list-style-type: none">1. Responsible to the Board of Directors for implementation of its policy decisions.2. Responsible for maintaining relations with all appropriate governmental and private sector organizations.3. Responsible for planning the activities and achieving the goals of the IPC, as determined by the General Director.4. In the absence of the General Director, is the administrative head of the IPC, and supervises all aspects of its operation. | <ol style="list-style-type: none">1. Serves at the behest of the Board. |
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Administrative Assistant to the Director

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|---|---|
| <ol style="list-style-type: none">1. Responsible for administrative and secretarial assistance to the Director General.2. Handles administrative and other matters that involve relations with the members of the Board of Directors.3. Responsible for any other tasks assigned by the Director General. | <ol style="list-style-type: none">1. Fluent in English language.2. Excellent secretarial and word processing skills.3. Ability to handle multiple tasks.4. Public relations skills.5. Maintains a petty cash fund for cash emergencies. |
|---|---|

Personnel Director

1. Responsible for tracking personnel information, including time sheets, vacation, etc.
2. Processes and distributes payroll.

1. Personnel management skills
2. Accounting skills

Receptionist/Translator

1. Responsible for telephone and fax communication.
2. Receives and directs visitors to IPC. secretarial skills. as needed.
4. Assists the Administrative Assistant as needed.
5. Does routine translation of documents and letters.

1. Fluent in English and Arabic languages
3. Computer and disposition.
3. Performs secretarial duties

Director Business Development

1. Responsible for managing all projects.
2. Supervises the Project Officers.
3. Reports to Director General.
4. Long experience in the private sector of industry.

1. Strong management skills.
2. Fluent English language.
3. Strong public relations skills.

Project Officer

1. Responsible for maintaining a close working relationship with prospective investors, and assisting them with scheduling meetings, obtaining permits, seeking financing, site selection, travel arrangements, etc.
2. Maintains a detailed file on every project, and informs the Director of Business Development of project activity on a weekly basis.
3. Keeps the other departments of the Promotion Agency (especially Research) informed of the investors' needs as to database and information.

1. Customer service oriented.
2. Outgoing, positive disposition.
3. Willing to work nights and weekends.
4. Fluent English and Arabic.

Public Relations Officer

1. Responsible for informing the public of the work of the IPC, and of its importance to the economy of Jordan.
2. Experience in public relations field.
3. Performs tasks using various public and private media.
4. Works to create a positive and progressive image of the investment climate in Jordan on both a domestic and international level.
4. Responsible for creation of brochures and publications.

1. Excellent communication skills.
2. Excellent French and English.

Research and Data Base Manager

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|---|---|
| <ol style="list-style-type: none">1. Supervises the department of Information and Research.2. Manages electronic database and network.3. Seeks input from the Project Officers in order to determine the information/data base needs of the prospects, and sees that their informational needs are met. | <ol style="list-style-type: none">1. Exceptionally well organized.2. Fluent in English.3. Strong technical knowledge. |
|---|---|

Finance and Admin. Manager

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|---|---|
| <ol style="list-style-type: none">1. Responsible for establishing accounting and financial control procedures.2. Responsible for preparation of all financial reports.3. Manages bank accounts and petty cash.4. Establishes procedures for collection and disbursement of funds.5. Handles administrative matters. | <ol style="list-style-type: none">1. Competency in accounting and admin.2. Knowledge of accounting and financial software.3. Fluent in English. |
|---|---|

Manager of Existing Industry Program

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|---|--|
| <ol style="list-style-type: none">1. Reports to the Director Bus. Devel.2. Supervises the staff of his program.3. As his staff, spends much time in the field.4. Implements the Existing Industry Program. | <ol style="list-style-type: none">1. Long experience in private industry.2. Fluent in English |
|---|--|

Industry Specialist

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|--|--|
| <ol style="list-style-type: none">1. Visits and interviews existing industry.2. Travels out of the office most of time.3. Works with Research to build Industrial Directory. | <ol style="list-style-type: none">1. Industrial experience desirable.2. Self motivating.3. Fluent in English and Arabic. |
|--|--|

Research & Records Specialist

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| <ol style="list-style-type: none">1. Seeks and finds necessary data to assist Project Officers with active projects.2. Works to build databases of information necessary to the success of the IPC. | <ol style="list-style-type: none">1. Fluent in English and Arabic2. Strong computer skills.3. Strong research skills. |
|--|---|

3. Works with the Project Officers to tailor presentations and information packages for prospects.
4. Responsible for archiving records.
4. Strong organizational skills.

Airport Reception Office Specialist

1. Reports to the Director Business Development or designate.
2. Responsible for receiving investors, providing them services and information.
3. Responsible for creating a positive first impression, and a lasting good impression of Jordan.
4. Responsible for guiding investors through the Immigration and Customs formalities at the Airport.
5. Responsible for assisting investors with hotel and travel arrangements.
7. Responsible for providing accurate and timely information on the investment climate and investment opportunities in Jordan.
1. Positive, outgoing temperament.
2. Fluent in English.
3. Customer service oriented.
4. Self motivating, can work unsupervised.
5. Neat, well groomed appearance.

WORKING DAYS and HOURS

I. WORK DAYS

POLICY:

The IPC will be open for business from 8 a.m. on Sunday through 4 p.m. on Thursday. As overtime and odd hour time is typical for the employees of the IPC, access to the building until 10 p.m. each day will be assured. Offices of the IPC will be closed on Fridays and Saturdays, and for all official holidays.

ACTION:

- 1. Reception personnel will be on duty to assure entrance and exit until 10 p.m. five days per week.**
- 2. All employees will sign in and sign out when entering and exiting the building outside official hours.**

II. WORK HOURS (Compensatory time)

POLICY:

As overtime and odd hours' time are typical in the experience of the IPC, employees shall be entitled to "compensatory" time for all hours put in outside of normal business hours. Compensatory time must be taken within 30 days from the date on which it is earned, after 30 days the compensatory time is forfeited.

- 1. Employee will complete the proper form for claiming compensatory time, have it signed by her/his supervisor, and leave it with the Supervisor of Personnel who will place the claim in the proper file.**
- 2. Upon taking the compensatory time, the employee will retrieve the form from the Supervisor of Personnel, will complete the section indicating satisfaction, and return the form the proper file with the Supervisor of Personnel.**

CONFIDENTIAL INFORMATION

POLICY:

Staff will be liable to disciplinary action for knowingly or carelessly passing or disclosing information relating to the IPC or its investors and prospects.

It is standard procedure that information about companies, investors and prospects is held confidential unless the prospect has indicated otherwise. Investment plans or strategies, site selection, production plans, information about personnel, financial information, etc. - all such prospect information is considered confidential.

When discussing IPC business or the business of investors or prospects, staff will ensure that information is given only on a need-to-know basis, and that such discussions are not overheard or recorded.

In holding confidential information, whether on computer file or as hard copy, the Director of Business Development will restrict access to it to members of the staff who are directly involved with the company or prospect in question, and ensure that adequate security measures are taken. Confidential information must never be left lying around, and must under no circumstances be taken away from the premises of the IPC.

Upon termination of staff member's employment with the IPC, he/she must return all files, documents, other papers and property of every description within her possession or control belonging to the IPC.

For a period of one year after the termination of employment with the IPC, employee must not, directly or indirectly, either on his own account or for any person or organization, canvass or solicit investors or prospects of the IPC with whom she had contact at any time during the year preceding the termination of employment.

MEDIA RELATIONS

POLICY:

The IPC, because it is a prominent public agency, and because it takes a leadership role in developing the economy of Jordan, will be critically examined by the public and by the media, both national and international. Because the management and staff of the IPC are involved in matters of great importance to the economy of the country, and because the IPC houses information which is of a confidential nature, relations with the public and the media are managed through the Public Relations department.

In the event of the media's making any inquiries to staff regarding the business of the IPC or its clients and prospects, these must be referred immediately to Public Relations. Likewise, staff are not permitted to submit material to the media in any form without the written consent of Public Relations.

The term "media" applies to all forms of news coverage and collection, including TV, radio, Internet and press.

Staff are permitted to be interviewed for purposes other than those outlined above, provided that staff do not refer to the IPC and its clients and prospects, or in any way disclose the name of the IPC or any of its clients and prospects.

FILE CREATION AND MANAGEMENT

PURPOSE:

As much as there are innumerable ways to organize information and filing systems, those that are based on flexibility, accessibility, and simplicity are the most productive. It is important to remember that information and filing systems are servants to the process. They are NOT the IPC's reason for being. They are NOT systems to be used to wage internal power struggles and knowledge power games. They ARE tools to be used to make the IPC more efficient and effective in achieving its real goals of securing investment and jobs, and the key to success in their utilization is the **sharing of them**.

I. Product Files

POLICY:

The IPC has three main categories of information needs. The primary, and most fundamental is the need to catalogue all the data and information needed to present the **product** that the IPC is marketing: Jordan. These data can be rather complex, even for very small political subdivisions. The data necessary to describe an industrial site: dimensions, topography, shape, location, easements, utilities, subsurface conditions, environmental considerations, price, transportation, telecommunications, zoning, building codes, permits, etc., all must be known and cataloged for each tract of property to be considered as an industrial site.

It is imperative that the IPC work within a framework of partnership in order to fulfill its information needs. It must be a partner with other governmental organizations which may, in the course of their duties, collect some or all of the information needed. Increasingly these various data sources are being linked by computer systems that allow not only the sharing of data, but the ability to customize the data needed, and to do so in a manner that is accurate in real time. It is becoming the case that data can be collected on-line in real time from sister organizations such as the Amman Chamber of Industry, Chamber of Commerce, etc.

The standard local area networks (LAN) with file servers and networked terminals which the IPC will soon come to utilize can implement all the necessary data storage and retrieval necessary to accomplish the task. Couple this with connections to the Internet, and the IPC will possess extremely powerful tools to respond to its own and its customers' needs.

Access to the **Product files is open and unrestricted**, as marketing as well as administrative support personnel will need to be able to access these files for reference and presentation preparation, however, the files need to be blocked

so only designated research staff can change or update the content. If too many persons have the authority to update or make changes to research files, the files can never be kept verifiable. The integrity and therefore the usefulness of the files will soon be lost. Access for all of the staff, but control for only those charged with the responsibility for them!

Output of the product files: Jordan's comparative and competitive advantages

ACTION:

- 1. The Research department will be responsible for the creation, the integrity and quality and accuracy of the content of the Product files.**
- 2. The Research department will have the exclusive authority to alter and update the information contained within the Product files.**
- 3. All staff of the IPC shall have access to the Product files.**

II. Marketing Files

POLICY:

If the product files are considered the raw materials of the investment promotion organization, then the marketing materials produced from them are the "goods in process". These materials are the message carriers to the marketplace. Their accuracy, appearance and focus provide the message and image that the organization wishes to portray for its product, whether the product is a community, a province, state or nation.

One of the marketing files is the IPC's electronic Home Page that can be accessed by the Internet. The Home Page gives direct, real time access to many of the product files previously discussed. Promotion agencies are experiencing the debut of 24 hour, 365 days a year marketing, and there is an expectation from the customer that the ability to receive data on any prospective location in the world is only seconds away.

It is important that the Home Page be accurate and current, and it is equally important that the Home Page be designed with the customer's needs in mind. Therefore the Home Page will be a joint effort between research and marketing staff.

The Research and Database manager will be responsible for the maintenance and upkeep of the website and its corresponding databases, while the Business Development Director will be responsible for website text and content. Research staff will provide timely information to the Business Development Director to ensure the website is accurately updated on a continual basis.

Other marketing files include all those activities that are intended to ultimately produce a prospective customer. The basis for many of these kinds of files are

“investor targeting studies”. These are databases which can be purchased from various sources that are generally categorized by industrial sector or by geography or both.

The Research Department will be responsible for the maintenance of the target databases, and it shall be the task of Research to coordinate pertinent clipping files, and to develop in-depth knowledge of target companies and their executive staff. Research will also search the Internet for company, product and industry news, and will keep the Business Development staff informed of events and issues that relate to the target markets and companies.

The integrated database resulting from the foregoing will also be utilized to perform direct mail campaigns, marketing missions, mailing and invitation lists, etc. The same integrated marketing data base will be used to track, by company, and/or geography, those contacts made at trade shows, through direct calling, advertising inquiries, or other marketing activities.

Access to these marketing files will be open to all staff and all staff shall input data or information into these files, as the IPC needs to build information based on as broad a contact base as possible. Management encourages all staff to feel a responsibility to insert pertinent information on companies into this database.

Output of the marketing files: Prospects

ACTION:

- 1. Creation and maintenance of the IPC Home Page will be a joint effort between the marketing and research staff. The Research and Database Manager will be responsible for website maintenance, while the Director of Business Development will be responsible for accurate, updated website content.**
- 2. Research will be responsible for the maintenance of the target databases, and with the input of the Business Development Department, will develop detailed information on target companies and target countries, e.g.**
- 3. Access to the Marketing files shall be open to all the staff, and staff will input information into these files.**

III. Project files

POLICY:

When a marketing file becomes an active project a notation should be made in the marketing file of the particular company that a project file has been created, and a cross reference to that file should be noted. No project information should be kept in the marketing files because of the need to maintain the confidentiality which will be demanded by the company or client.

While the marketing files are open to all staff for input, a project file will be accessed strictly on a “need to know basis”, and input into these files will be restricted to the Project Officer who is handling the project, and to other management and staff according to the needs of the project. Project file access is coordinated by the Director of Business Development.

The project file is a chronological history of the actions related to a project that can be used to brief other staff or management should they become involved in the project, or should it be necessary to reassign the project to another Project Officer. These files will be kept up to date.

The information placed in the paper Project file must be entered into the Leads Investments database of the ITS/MIS system by the Project Officer. The information in the ITS/MIS system must be accurate and up-to-date.

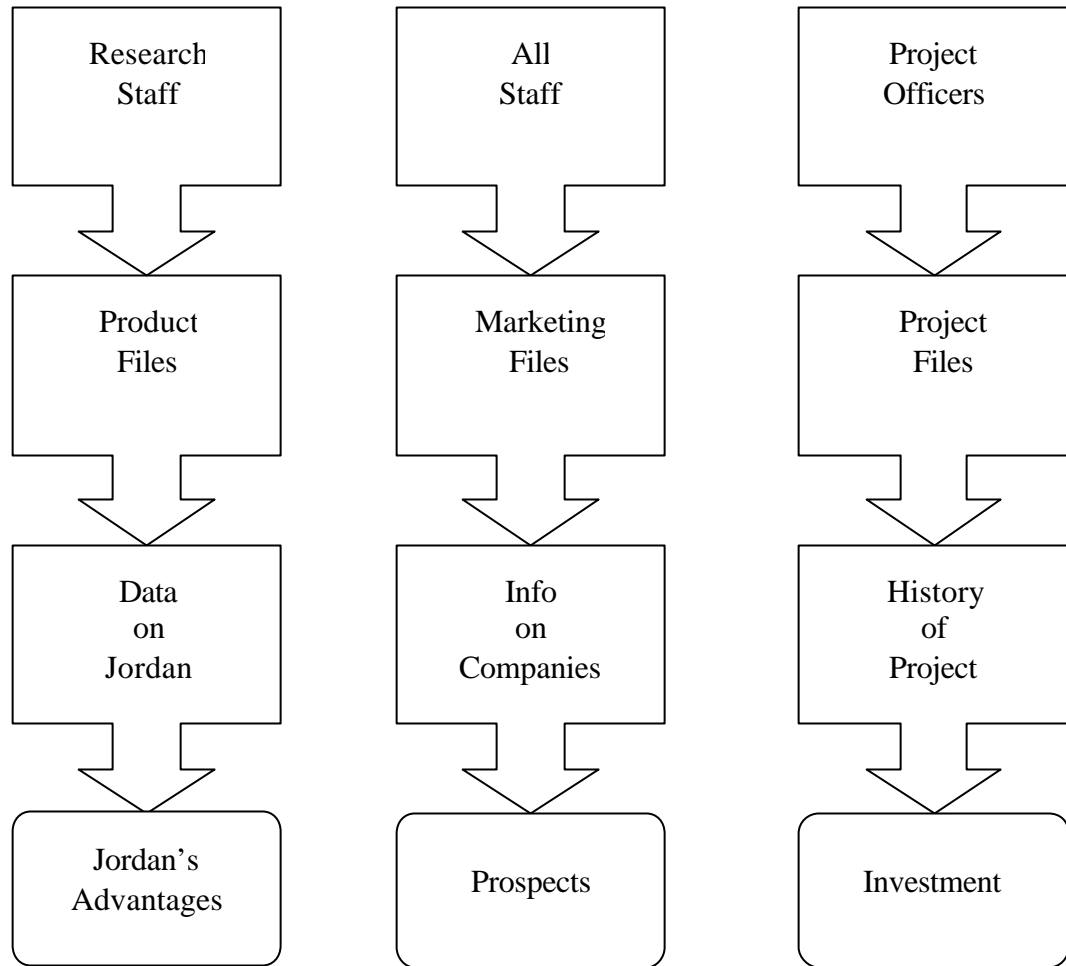
Output of the project files: Investment

ACTION:

- 1. A Project File is created when a marketing file produces an active project.**
- 2. A reference is noted in the Marketing File indicating that a project file has been created.**
- 3. Access to the Project Files is on a “need to know” basis.**
- 4. The Project File will be kept current by the Project Officer to whom it is assigned. The assigned Project Officer is responsible for entering all relevant information into the Leads Investments database of the ITS/MIS system.**

IPC FILING SYSTEM

INPUTS AND OUTPUTS



EXISTING INDUSTRY DEPARTMENT

PURPOSE:

In the present environment of increasingly competitive incentive programs and rising infrastructure costs, the least expensive job creation program is that which functions through existing industry expansion. Assisting companies to expand is a major goal of the IPC's investment promotion program. Maintaining an environment that is conducive to business and industry expansion is fundamental to the success of the IPC.

POLICY:

Recruitment of new industry depends upon a satisfied, healthy and expanding existing industry. Any time an industry is interested in locating within an area, they will interview local companies to determine existing industry's opinion of the business climate. The IPC is very concerned that existing industry be satisfied customers, and will work in coordination with the Chamber of Industry to develop good ties and open communication with Jordan's industrial base.

The Existing Industry Department assists Jordanian companies by identifying joint venture and trade opportunities, by assisting them in finding available sites and buildings and labor force when they are expanding, and by finding new markets for Jordanian products and services.

ACTION:

- 1. Conduct an annual survey of industry in Jordan, using the attached Survey form as a model.**
- 2. Develop a 12 month schedule of personal visits and/or contacts by telephone, fax or email to follow up the survey.**
- 3. Enter the information gained from the survey into an Industrial Directory.**
- 4. Printed and CD-Rom versions of the Directory will be made available for sale to the public.**

DIRECT INVESTMENT MISSIONS

PURPOSE:

As missions abroad are by far the most expensive form of marketing in terms of the cost per contact ratio, it is essential that direct missions be well targeted and, where possible, directly related to current project activity. Calls made by IPC personnel to the headquarters of companies which are at present considering Jordan as a site for investment can be very persuasive to the prospective investor, and will be the first line of attack.

The above approach, coupled with the practice of calling upon the headquarters of companies already doing business in Jordan, constitutes a targeted program. Existing companies headquarters are fruitful sources of leads to suppliers who may be considering investment abroad, and of contacts with sister companies or divisions of the existing company.

Another tool to be used in assuring the effectiveness of direct investment missions is the advance team. Sending an advance team of one or two persons to make all the arrangements for a direct mission is strongly recommended, particularly in the first few years.

POLICY:

1. Planning direct missions will be a team effort led by the Business Development Director.
2. **The Business Development department will plan in close cooperation with the Existing Industry Division.**
3. **Members of the Board of Directors and of the Higher Council will be encouraged to participate in all direct missions abroad.**
4. **Advance team will prepare the mission.**

TRADE SHOWS AND EXPOSITIONS

POLICY:

The IPC utilizes a targeted approach to its overseas marketing, and this marketing policy applies to its participation in trade shows and expositions. General industry shows can seem to be attractive marketing venues because of their larger number of exhibitors and attendees. A targeted marketing approach, however, focuses on those expositions that are more industry specific, and consequently more productive for the IPC.

The IPC seeks where feasible to participate in trade shows on a cost-sharing basis with existing Jordanian business and industry as this works to mutual advantage. Existing industry not only shares the cost, but can be a willing and able ally in marketing Jordan to sister companies, and existing companies serve as examples of successful and satisfied investors in Jordan.

A specified Project Officer has the responsibility for the IPC's dossiers on trade shows and expositions, and is responsible for evaluating the results of IPC participation in particular shows.

ACTION:

- 1. Specified Project Officer stays informed on trade shows, and is responsible for the electronic and paper files on same.**
- 2. Project Officer, in cooperation with the Existing Industry Department, maintains contact with existing Jordanian business and industry re. mutual participation in trade shows and expositions.**
- 3. Project Officer makes recommendations to the Business Development Director re. participation in particular shows, etc.**